



U.S. Department of Energy

DOE PM Glossary

The following is a list of definitions of terms that are unique or nearly unique to project management. Also included are terms that are not unique to project management, but are used differently or with a narrower meaning than in general everyday usage. Many of the terms have broader, or sometimes different, dictionary definitions.

Acceptance Testing. The performance of all testing necessary to demonstrate that the completed effort operates in accordance the defined requirements, plans and specifications, including reliability, maintainability, availability.

Accrual Basis. Method of ACCOUNTING that recognizes REVENUE when earned, rather than when collected. Expenses are recognized when incurred rather than when paid. Accrual Basis accounting is essential to accurate performance and progress information on contracts.

Acquisition Executive (AE). The individual designated by the Secretary of Energy to integrate and unify the management system for a program portfolio of projects, and implement prescribed policies and practices.

Acquisition Strategy. An acquisition strategy is a high-level business and technical management approach designed to achieve project objectives within specified resource constraints. It is the framework for planning, organizing, staffing, controlling, and leading a project. It provides a master schedule for activities essential for project success, and for formulating functional strategies and plans.

Acquisition Program or Project. Acquisition programs and projects are acquisitions of capital assets, equal to or greater than \$5 million, regardless of the funding source, that deliver a product, or capability, with a specified beginning and end, a stated cost, and expected performance objectives. They are directed, funded efforts whose purpose is to provide a useful, material capability in response to a validated mission or business need. An acquisition program may be facility construction, infrastructure repairs or modifications, system, production capability, re-mediated land, closed site, disposal effort, software development, information technology, space system, research capability, or other asset. Acquisition programs, as they related to projects, are generally made up of multiple projects, related by a common mission, in which each project remains a useful segment and able to perform it's intended function.

Actual Cost of Work Performed. Total costs incurred (direct and indirect) in accomplishing an identified element or scope of work during a given time period. See also EARNED VALUE.

Beneficial Occupancy Date. The process by which a facility or portions thereof is released for use by others, prior to final acceptance. Non-integral or subsidiary items and correction of design inadequacies subsequently brought to light may be completed after this date.

Budget at Completion. The total authorized budget for accomplishing the scope of work. It is equal to the sum of all allocated budgets plus any undistributed budget. (Management Reserve is not included.) The Budget at Completion will form the Performance Baseline.

Budgeted Cost of Work Performed. A measurement of the work completed (in Earned Value Management terminology). Budgeted Cost of Work Performed is the value of work performed, or “earned”, when compared to the original plan, that is, the Budgeted Cost of Work Scheduled. The Budgeted Cost of Work Performed is called the Earned Value. See also EARNED VALUE.

Budgeted Cost of Work Scheduled. The sum of the budgets for all work (work packages, planning packages, etc.) scheduled to be accomplished (including in-process work packages), plus the amount of level of effort and apportioned effort scheduled to be accomplished within a given time period. Also called the Performance Measurement Baseline. See also EARNED VALUE.

Budgeting. The process of translating resource requirements into a funding profile.

Burden. Costs that cannot be attributed or assigned to a system as direct cost. An alternative term for Overhead.

Burn Rate. The monthly rate at which a contractor’s funds are expended during the period of the contract.

Capability. A measure of the systems’ ability to achieve mission objectives, given the system condition during the mission.

Capital Assets. Land, structures, equipment, systems, and information technology (e.g., hardware, software, and applications) that are used by the Federal Government and have an estimated useful life of 2 years or more. Capital assets include environmental restoration (decontamination and decommissioning) of land to make useful leasehold improvements and land rights, and assets whose ownership is shared by the Federal Government with other entities. This does not apply to capital assets acquired by State and local Governments or other entities through DOE grants.

Change Order. A unilateral order, signed by the Government contracting officer, directing the contractor to make a change that the *Changes clause* authorizes without the contractor’s consent.

Change Proposal. The instrument prepared to provide a complete description of a proposed change and its resulting impact on project objectives.

Chart of Accounts. Any numbering system used to monitor project costs by category (e.g., labor, supplies, materials). The project chart of accounts is usually based upon the corporate chart of accounts of the primary performing organization, and is directly linked to the project's work breakdown structure. See also CODE OF ACCOUNTS.

Commercial Item. A commercial item is any item, other than real property, that is of a type customarily used for non-governmental purposes and that has been sold, leased, or licensed to the general public; or has been offered for sale, lease, or license to the general public; or any item evolved through advances in technology or performance and that is not yet available in the commercial marketplace, but will be available in the commercial marketplace in time to satisfy the delivery requirements under a government solicitation. Also included in this definition are services in support of a commercial item, of a type offered and sold competitively in substantial quantities in the commercial marketplace based on established catalog or market prices for specific tasks performed under standard commercial terms and conditions; this does not include services that are sold based on hourly rates without an established catalog or market price for a specified service performed.

Commercial Off-The-Shelf. Commercial items that require no unique government modifications or maintenance over the life cycle of the product to meet the needs of the procuring agency.

Commitment. An administrative reservation of funds by the comptroller in anticipation of their obligation. Based upon firm procurement directives, orders, requisitions, authorizations to issue travel orders, or requests.

Commissioning. Commissioning is a systematic process for achieving, verifying, and documenting that the performance of the facility or system and its various components meet the design intent and the functional and operational needs of the owners, users, and occupants.

Commitment. A reservation of funds, prior to creation of an obligation. A commitment is based upon a valid request for procurement that authorizes the creation of an obligation without further recourse to the official responsible for ensuring the availability of funds.

Competition. An acquisition strategy whereby more than one contractor is sought to bid on a service or function; the winner is selected on the basis of criteria established by the activity for which the work is to be performed. The law and Department of Defense policy require maximum competition throughout the acquisition life cycle.

Competitive Proposals. A procedure used in negotiated procurement that concludes with awarding of a contract to the offerer whose offer is most advantageous to the government.

Conceptual Design. The concept for meeting a mission need. The conceptual design process requires a mission need as an input. Concepts for meeting the need are explored and alternatives considered arriving at the set of alternatives that are technically viable, affordable and sustainable.

Configuration. The functional and/or physical characteristics of hardware, firmware and/or software, or any of their discrete portions, as set forth in technical documentation and achieved in a

product. Configuration items may vary widely in complexity, size, and type, from a facility, electronic, or control system to a test meter or process vessel. Any item required for logistic support and designated for separate procurement is a configuration item.

Configuration Control Board. A multi-discipline functional body of representatives designated and chartered by the appropriate management level to ensure the proper definition, coordination, evaluation, and disposition of all proposed changes.

Configuration Management. The technical and administrative direction and surveillance actions taken to identify and document the functional and physical characteristics of a configuration item; to control changes to a configuration item and its characteristics; and to record and report change processing and implementation status.

Construction Management. Services that encompass a wide range of professional services relating to the management of a project during the pre-design, design, and/or construction phases. The types of services provided include development of project strategy, design review relating to cost and time consequences, value management, budgeting, cost estimating, scheduling, monitoring of cost and schedule trends, procurement, observation to ensure that workmanship and materials comply with plans and specifications, contract administration, labor relations, construction methodology and coordination, and other management efforts related to the acquisition of construction.

Contingency. Contingency is the portion of project budget that is available for uncertainty within the project scope but outside the scope of the contract. That is, contingency is budget that is not place on contract.

Contract. A contract is a mutually binding agreement that obligates the seller to provide the specified product and obligates the buyer to pay for it.

Contract Advance Funding. Obligations to a contract or project, to cover future work or materials not yet ordered. The value of advanced funding is the difference between uncoded obligation and unfilled orders outstanding.

Contract Closeout. Completion and settlement of the contract including resolution of all outstanding items.

Contracting Officer's Representative. The individual designated in writing by the contracting officer to act as the contracting officer's authorized representative to monitor specific aspects of the contract and take action as authorized in the letter of appointment. The Contracting Officer's Representative, when one is appointed, acts as the point of contact between the contracting officer and the Contracting Officer's Technical Representative assigned to the contract. The Contracting Officer's Representative responsibilities and limitations are established by the contracting officer. [FAR Part 90.602-3, 31 Mar 1995]

Contracting Officer's Technical Representative. The individual designated by the contracting officer to act as the contracting officer's authorized representative for technical aspects of the

contract. The Contracting Officer's Technical Representative reports to and assists the Contracting Officer's Representative, when one is appointed, in providing technical oversight of the contractor's performance. Contracting Officer's Technical Representative responsibilities and limitations are established by the contracting officer. In the event that a Contracting Officer's Representative is not designated and only a Contracting Officer's Technical Representative is appointed, the Contracting Officer's Technical Representative shall report directly to the contracting officer. [FAR Part 90.602-3, 31 Mar 1995]

Contractor. An individual, partnership, company, corporation, or association having a contract with a contracting agency (Federal Government) for the design, development, maintenance, modification, or supply of configuration items and services under the terms of a contract.

Control Account. A management control point at which budgets (resource plans) and actual costs are accumulated and compared to earned value for management control purposes. A control account is a natural management point for planning and control since it represents the work assigned to one responsible organizational element on one work breakdown structure element.

Cost Estimate. A documented statement of costs estimated to be incurred to complete the project or a defined portion of a project. **Cost-Plus-Award Fee.** This is a cost-reimbursement contract that provides a fee consisting of (1) A base fee fixed at inception of the contract and (2) an award fee, based upon a periodic judgmental evaluation by the Government. The fee should be sufficient enough to provide motivation for excellence in such areas as quality, timeliness, technical ingenuity and cost-effective management during contract performance. The contractor may earn the award amount in whole or part. The amount of the award fee is made unilaterally by the Government. Cost-Plus-Award Fee contracts have widely been used to contract for services. A major feature of this type of contract is that they require the Government to perform regular evaluations of their performance usually every 3 to 6 months.

Cost-Plus-Fixed Fee. This is a cost-reimbursement contract that provides for payment to the contractor of a negotiated fee (profit) that is fixed at the inception of the contract. This fixed fee does not vary with actual cost but may be adjusted as a result of changes in the work to be performed under the contract. A Cost-Plus-Fixed Fee contract permits contracting efforts that might otherwise present too great a risk to contractors, but it gives the contractor less incentive to control costs than does a fixed-price contract. There are two forms of Cost-Plus-Fixed Fee contracts:

1. The completion form, in which the work is described by stating a definite goal or target and an end product (a report), and
2. The term form, in which the contract calls for a stated level of effort (usually hours or days of specified classes of labor) over a given period of time.

Cost-Plus-Incentive Fee. This is a cost-reimbursement contract that provides for the initially negotiated target fee to be adjusted later by a formula based on the relationship of total allowable costs to total target costs. A Cost-Plus-Incentive Fee contract specifies a target cost, a target fee, a minimum fee, a maximum fee and a fee adjustment formula. After contract performance, the fee payable to the contractor is determined in accordance with the formula. To encourage the contractor

to manage the contract effectively, the formula provides for increases in fee above target fee when total allowable costs are less than target costs, and decreases in fee below target fee when total allowable costs exceed target costs. When the total allowable cost is greater or less than the range of costs within which the fee adjustment formula operates, the contractor is paid total allowable costs plus the minimum or maximum fee.

Cost Variance. It is the algebraic difference between earned value and actual cost ($\text{Cost Variance} = \text{Earned Value} - \text{Actual Cost}$.) A positive value indicated a favorable position and a negative value indicates an unfavorable condition.

Costs to Date. Costs incurred to date by the contractor and reported to DOE, which are recorded as accrued costs. They represent all charges incurred for goods and services received and other assets required, regardless of whether payment for the charges has been made. This includes all completed work and work in process chargeable to the contract. Accrued costs include invoices for (1) completed work to which the prime contractor has acquired title; (2) materials delivered to which the prime contractor has acquired title; (3) services rendered; (4) costs billed under cost reimbursement, or time and material subcontracts for work to which the prime contractor has acquired title; (5) progress payments to subcontractors that have been paid or approved for current payment in the ordinary course of business (as specified in the prime contract); and (6) fee profit allocable to the contract.

Critical Decision (CD). A formal determination made by the AE and/or designated official (Mission Need Statement) at a specific point in a project life cycle that allows the project to proceed. Critical Decisions occur in the course of a project. For example, these decisions occur prior to commencement of conceptual design, commencement of execution, and prior to turnover.

Critical Path. In a project network diagram, the series of logically linked activities that determine the earliest completion date for the project. The critical path may change from time to time as activities are completed ahead of or behind schedule. Although normally calculated for the entire project, the critical path can also be determined for a milestone or subproject. The critical path is usually defined as those activities with float less than or equal to a specified value, often zero.

Critical Path Method. A network analysis technique used to predict project duration by analyzing which sequence of activities (which path) has the least amount of scheduling flexibility (the least amount of float). Early dates are calculated by means of a forward pass using a specified start date. Late dates are calculated by means of a backward pass starting from a specified completion date to result in zero total float for each activity.

Deactivation. The process of placing a facility in a stable and known condition including the removal of readily removable hazardous and radioactive materials to ensure adequate protection of the worker, public health and safety, and the environment, thereby limiting the long-term cost of surveillance and maintenance. Actions include the removal of fuel, draining and/or de-energizing nonessential systems, removal of stored radioactive and hazardous materials, and related actions. Deactivation can also include disposition of wastes generated during deactivation efforts. Deactivation does not include all decontamination necessary for the dismantlement and demolition

phase of decommissioning, e.g., removal of contamination remaining in the fixed structures and equipment after deactivation.

Decommissioning. The process of closing and securing a nuclear facility or nuclear materials storage facility so as to provide adequate protection from radiation exposure and to isolate radioactive contamination from the human environment.

Decontamination. The removal of a chemical, biological, or radiological contaminant from, or neutralizing its potential effect on, a person, object or environment by washing, chemical action, mechanical cleaning, or other techniques. Deactivation may also include treatment and disposal of wastes generated during decontamination efforts.

Design Criteria. Those technical data and other project information identified during the project initiation and definition (conceptual design, and/or preliminary design phases). They define the project scope, construction features and requirements, and design parameters; applicable design codes, standards, and regulations; applicable health, safety, fire protection, safeguards, security, energy conservation, and quality assurance requirements; and other requirements. The project design criteria are normally consolidated into a document, which provides the technical base for any further design performed after the criteria are developed.

Deviation. A deviation occurs when the current estimate of a performance, technical, scope, schedule, or cost parameter is not within the threshold values of the Performance Baseline for that parameter. It is handled as a deviation, not through the normal change control system.

Directed Change. A change imposed on a project(s) that affects the project's baseline. Example of directed changes include, but are not limited to: (a) Changes to approved budgets, or funding, and (b) changes resulting from DOE policy directives and regulatory or statutory requirements.

Disposition. A general term for those activities that follow completion of program mission, including, but not limited to, stabilization, deactivation, decontamination, decommissioning, dismantlement, and/or reuse of physical assets. It is used as a general term for those project types that follow mission completed.

Duration. The number of work periods (not including holidays or other non-working periods) required to complete an activity or other project element. Usually expressed as workdays or workweeks. Sometimes incorrectly equated with elapsed time.

Earned Value. (1) A method for measuring project performance. It compares the value of work performed (Budgeted Cost of Work Performed) with the value of work scheduled (Budgeted Cost of Work Scheduled) and the cost of performing the work (Actual Cost of Work Performed) for the reporting period and/or cumulative to date. See also ACTUAL COST OF WORK PERFORMED, BUDGETED COST OF WORK SCHEDULED, BUDGETED COST FOR WORK PERFORMED, COST VARIANCE, COST PERFORMANCE INDEX, SCHEDULE VARIANCE, AND SCHEDULE PERFORMANCE INDEX. (2) The budgeted cost of work performed for an activity or group of activities.

End Item. The product/deliverable of a specific type of procurement action. To qualify as an end item, the procurement action product or deliverable is to be a stand-alone unit that meets all requirements and performs its intended function/mission without any additional components, infrastructure support or supporting assemblies. For example, a fire truck, a mobile crane, an earthmover.

Engineering Change. An approved change to controlled identification documentation. An engineering change proposal is used to recommend an engineering change. There are typically two classes of engineering changes. (a) Class 1. Changes of configuration, which affects Departmental interest and requires approval from the appropriate approval authority or designated representative. Class 1 engineering changes are those, which affect. (1) technical baseline requirements, and/or (2) non-technical contractual provisions such as fee, incentives, cost, schedule, guarantees, or deliveries. (b) Class 2. Changes to a product that do not affect any of the Class 1 engineering change requirements.

Estimate At Completion. The current estimated cost for program authorized work.

Estimate To Complete. Estimate of costs to complete all work from a point in time to the end of the project or program.

Estimated Cost. An anticipated cost for applied work scope.

Executability Review. Executability Reviews are organized and conducted for all projects. For Major Systems, the executability review is organized and conducted by OECM. For non-Major Systems, the review is to be organized and conducted by the program, using independent reviewers who are not assigned or working on the project at the contractor or field level. Executability reviews assess the project and validate the plans as executable within the Performance Baseline.

Facilities. Buildings and other structures; their functional systems and equipment, including site development features such as landscaping, roads, walks, and parking areas; outside lighting and communications systems; central utility plants; utilities supply and distribution systems; and other physical plant features.

Final Design. Completion of the design effort and production of all the approved design documentation necessary to permit procurement. Construction, testing, checkout, and turnover to proceed. Final design occurs between Critical Decision-2 and -3.

Fixed Price Contract. Fixed price contracts provide for a firm price or, under appropriate circumstances, may provide for an adjustable price for the supplies or services that are being procured. In providing for an adjustable price, the contract may fix a ceiling price, target price (including target cost), or minimum price. Unless otherwise provided in the contract, any such ceiling, target, or minimum price is subject to adjustment only if required by the operation of any contract clause that provides for equitable adjustment, escalation, or other revision of the contract price upon the occurrence of an event or a contingency.

Fixed Price Incentive Fee Contract. A type of contract where the buyer pays the seller a set amount (as defined by the contract), and the seller can earn an additional amount if it meets or exceeds defined performance criteria.

General Plant Projects. Projects for maintaining infrastructure at a site that are less than \$5 million.

Independent Cost Estimate. A “bottoms-up” documented, independent cost estimate that has the express purpose of serving as an analytical tool to validate, crosscheck, or analyze cost estimates developed by project proponents.

Independent Cost Review. An essential project management tool used to analyze and validate an estimate of project costs. An independent cost review is typically conducted on all projects at the point of baseline approval. Such reviews may be required by Congress, DOE management, Headquarters program offices, or field project management staff. The requiring office or agency will provide specific requirements for such reviews. An Independent Cost Review may be performed by an independent internal or external organization.

Initial Operating Capability. The point at which a project is sufficiently complete and its performance has been demonstrated and it has met the technical threshold criteria in the Performance Baseline. It is not reaching full, steady state operations.

Integrated Project Team. An Integrated Project Team is a cross-functional group of individuals organized for the specific purpose of delivering a project to an external or internal customer.

Integrated Safety Management. The application of the integrated safety management system (ISMS) to a project or activity. The fundamental premise of Integrated Safety Management is that accidents are preventable through early and close attention to safety, design, and operation, and with substantial stakeholder involvement in teams that plan and execute the project, based on appropriate standards.

Integrated Safety Management System. An overall management system designed to ensure that environmental protection; worker and public safety is appropriately addressed in the planning, design, and performance of any task.

Key Performance Parameters. A vital characteristic of a project or facility mission. A characteristic, function, requirement, or design basis, that if changed, would have a major impact on the facility or system performance, scope, schedule, cost and/or risk, or the ability of an interfacing project to meet its mission requirements. Thus, a Key Performance Parameter may be a performance, design or interface requirement. Parameters that are appropriate for Key Performance Parameters are those that express performance in terms of accuracy, capacity, throughput, quantity, processing rate, purity, or others that define how well a system, facility or other project will perform.

Lead Program Secretarial Officer. The individual assigned the responsibility for a specific site where the site supports multiple programs.

Level of Effort. Effort of a general or supportive nature usually without a deliverable end product. An activity (e.g., vendor or customer liaison) that does not readily lend itself to measurement of discrete accomplishment. It is generally characterized by a uniform rate of activity over a specific period of time. Value is earned at the rate that the effort is being expended.

Life Cycle Cost. The sum total of the direct, indirect, recurring, nonrecurring, and other related costs incurred or estimated to be incurred in the design, development, production, operation, maintenance, support, and final disposition of a major system over its anticipated useful life span. Where system or project planning anticipates use of existing sites or facilities, restoration, and refurbishment costs should be included.

Line Item. An appropriation by Congress for a specific effort, activity or project. All budget is appropriated by Congress through line items.

Long-Lead Procurement. Equipment or material that must be procured in well in advance of the need for the materials because of long delivery times.

Major System. A project with a Total Project Cost greater than \$400 million or designated by the Deputy Secretary.

Management Reserve An amount of the total allocated budget withheld for management control purposes by the contractor. Management Reserve is part of the Performance Baseline.

Master Schedule. A summary-level schedule that identifies the major activities and key milestones. See also Milestone Schedule.

Milestone. A schedule event marking the due date for accomplishment of a specified effort (work scope) or objective. A milestone may mark the start, an interim step, or the end of one or more activities.

Milestone Schedule. A summary-level schedule that identifies the major milestones. See also MASTER SCHEDULE.

Mission Need. A performance gap between current performance and required

Monte Carlo Analysis. The Monte Carlo method provides approximate solutions to a variety of mathematical problems by performing statistical sampling experiments on a computer. The method applies to problems with no probabilistic content as well as to those with inherent probabilistic structure. The Monte Carlo method is used in risk analysis and other areas requiring quantification.

Network Schedule. A schedule format in which the activities and milestones are represented along with the interdependencies between activities. It expresses the logic (how the program will be accomplished) and the timeframes (when). Network schedules are the basis for critical path analysis, a method for identification and assessment of schedule priorities and impacts.

Organizational Breakdown Structure. A depiction of the project organization arranged to indicate the line reporting relationships within the project context.

Other Project Costs. Costs for engineering, design, development, startup, and operations, which are essential for project execution and are Operating-Expense funds.

Non-Major System. Any project with a Total Project Cost less than \$400 million.

Parametric Estimating. An estimating technique that uses a statistical relationship between historical data and other variables (e.g., square footage in construction, lines of code in software development) to calculate an estimate.

Performance Baseline. The collected key performance, scope, cost, and schedule parameters, which are defined for all projects. The Performance Baseline defines the threshold and boundary conditions for a project and is a top-down tally of the entire project budget (total cost of the project) including such items as management reserve and profit or fee.

Performance Measurement Baseline. The Performance Measurement Baseline is the baseline that summarizes all the budgets assigned to scheduled work and planning packages (listed in the Work Breakdown Structure) and provides a measure against which actual performance can be compared.

Planning Package. A logical aggregate of work, usually future efforts that can be identified and budgeted, but which is not yet planned in detail at the work package or task level.

Program. An organized set of activities directed toward a common purpose or goal undertaken or proposed in support of an assigned mission area.

Program Manager. An official who has been assigned responsibility for accomplishing a specifically designated unit of work effort, or group of closely related efforts, established to achieve stated or designated objectives, defined tasks, or other units of related effort on a schedule, funded as part of the project. The Program Manager is responsible for the planning, controlling, and reporting of the project, and for the management of a specific function or functions, budget formulation, and execution of the approved budget. The Program Manager receives an approved funding program from the Office of the Controller identifying program dollars available to accomplish the assigned function.

Program Office. The Headquarters organizational element responsible for managing a program.

Program Secretarial Officer. A senior outlay program official which includes the Senior Outlay program official which includes the Assistant Secretaries, or Office Directors at the Assistant Secretary level, and/or the Assistant Administrators for NNSA.

Project. In general, a unique effort that supports a program mission, having defined start and end points, undertaken to create a product, facility, or system, and containing interdependent activities planned to meet a common objective or mission. A project is a basic building block in relation to a program that is individually planned, approved, and managed. A project is not constrained to any specific element of the budget structure (e.g., operating expense or plant and capital equipment). Construction, if required, is part of the total project. Authorized, and at least partially appropriated,

projects will be divided into two categories. Major System projects and other projects. Projects include planning and execution of construction, renovation, modification, environmental restoration, decontamination and decommissioning efforts, and large capital equipment or technology development activities. Tasks that do not include the above elements, such as basic research, grants, ordinary repairs, maintenance of facilities, and operations are not considered projects.

Project Data Sheet. A generic term defining the document that contains summary project data and the justification required to include the entire project effort as a part of the Departmental budget. Project Data Sheets are submitted to request Project Engineering and Design funds, and construction funds. Specific instructions on the format and content of Project Data Sheets are contained in the annual budget call, and DOE Order 5100.3, *Field Budget Process*.

Project Engineering and Design. Design funds established for use on preliminary design, which are Operating Expense funds.

Project Execution Plan. The plan for the execution of the project, which establishes roles and responsibilities and defines how the project will be executed.

Real Property. Land and/or improvements including interests therein, except public domain land.

Remaining Duration. The time needed to complete an activity.

Resource Leveling. Any form of network analysis in which scheduling decisions (start and finish dates) are driven by resource management concerns (e.g., limited resource availability or difficult-to-manage changes in resource levels).

Resource-Limited Schedule. Schedules whose start and finish dates reflect expected resource availability. The final project schedule should always be resource-limited.

Responsibility Assignment Matrix A structure that relates the project organization structure to the work breakdown structure to help ensure that each element of the project's scope of work is assigned to a responsible individual.

Risk. A measure of the potential inability to achieve overall project objectives within defined cost, schedule, and technical constraints and has two components. (1) the *probability/likelihood* of failing to achieve a particular outcome, and (2) the *consequences/impacts* of failing to achieve that outcome.

Risk Event. A discrete occurrence that may impact a e.

Risk Management. The act or practice of controlling risk. An organized process that reduces risk, prevents a risk from happening, or mitigates the impact if it does occur.

Schedule. A plan that defines when specified work is to be done to accomplish program objectives on time.

Schedule Control. Controlling changes to the project schedule and preparing workaround plans to mitigate the impact of adverse results/delays by others.

Schedule Variance. A metric for the schedule performance on a program. It is the algebraic difference between earned value and the budget ($\text{Schedule Variance} = \text{Earned Value} - \text{Budget}$). A positive value is a favorable condition while a negative value is unfavorable. The schedule variance is calculated in dollars or work units and is intended to compliment network analysis, not supercede or replace it.

System. A collection of interdependent equipment and procedures assembled and integrated to perform a well-defined purpose. It is an assembly of procedures, processes, methods, routines, or techniques united by some form of regulated interaction to form an organized whole.

Total Estimated Costs. The Total Estimated Cost of a project is the specific cost of the project, whether funded as an operating expense or construction. It includes the cost of land and land rights; engineering, design, and inspection costs; direct and indirect construction costs; and the cost of initial equipment necessary to place the plant or installation in operation, whether funded as an operating expense or construction.

Total Project Cost. Total cost for the project including all cost regardless of sources or type of funds.

Undistributed Budget. Budget associated with specific work scope or contract changes that have not been assigned to a control account or summary-level planning package.

User. The entity that ultimately will operate or otherwise use the system being developed. When the project objective is to demonstrate to the private sector the utility or feasibility of a given system for commercial application, the identity of the ultimate user may not be known. In such case, only the most likely type of user (utility, constructor, energy supplier) may be identifiable.

Validation. The process of evaluating project planning, development, baselines and proposed funding prior to inclusion of new project or system acquisition in the DOE budget

Value Management. Value management is organized effort directed at analyzing the functions of systems, equipment, facilities, services, and supplies for the purpose of achieving the essential functions at the lowest life cycle cost consistent with required performance, quality, reliability and safety.

Work Breakdown Structure. A product-oriented grouping of project elements that organizes and defines the total scope of the project. The Work Breakdown Structure is a multi-level framework that organizes and graphically displays elements representing work to be accomplished in logical relationships. Each descending level represents an increasingly detailed definition of a project component. Project components may be products or services. It is the structure and code that integrates and relates all project work (technical, schedule, and cost) and is used throughout the life cycle of a project to identify and track specific work scopes.

Work Breakdown Structure Dictionary. A listing of work breakdown structure elements with a short description of the work scope content in each element.

Work Package. A task or set of tasks performed within a control account.

Workaround. A response to a specific negative schedule event. Distinguished from a contingency plan in that a workaround is not planned in advance of the occurrence of the risk event.